Welcome to the Positioning for Sustainability Webinar

This call incorporates the use of the telephone (for the audio portion) and the Internet (webinar for viewing the PowerPoint presentation).

**AUDIO INFORMATION**

Dial: 1-866-434-5269
Access Code: 4432346
Sustainability

• Long been an issue for non-profits and grant funded programs
• Particularly challenging in rural areas
• No agreement on what it means
• No “magic bullet”
• Continuous learning process
Sustainability

Programs or services continue because they are valued and draw support and resources.
React!

Using the voting function answer the question, “What is your experience with planning for sustainability?”

A. None, I don’t think about it often.
B. My experience is limited to looking for government grants.
C. I have done some fundraising with charitable foundations.
D. I have extensive experience with program sustainability.
Georgia Health Policy Center

Focus

• Technical Assistance to more than 600 rural communities that have received grants from Office of Rural Health Policy
• Literature review
• Historical assessment of past ORHP grantees
• Sustainability Framework©
• Formative Assessment
Sustainability Assessment

• Assessment of 102 grantees funded in 2000, 2002, 2004

• Purposes:
  – Describe the extent that programs have been sustained post-funding
  – Identify recurrent patterns that influence likelihood of sustainability
Insights

• No set of best practices
• Programs rarely sustained as originally conceived
  – Services are expanded
  – Services are scaled back
  – New program approach evolves
Insights

• Combination of Methods
  – absorbed by partners
  – in-kind/volunteerism
  – other grants
  – third party reimbursement
  – client fees
  – government/public subsidy
  – earned income

• Dynamics that influence sustainability
Influencing Dynamics

WHO
WHAT
WHY

HOW
WHERE
WHEN
WHO Dynamic

• Primarily about leadership
  – Ability to engage the “right” people
    • Strategic
    • Influential
  – Create shared ownership and commitment
  – Resolve conflict
## WHO Dynamic

<table>
<thead>
<tr>
<th>Favorable Characteristics</th>
<th>Unfavorable Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged leaders with strategic mindset</td>
<td>Partners sense struggle for control</td>
</tr>
<tr>
<td>Widespread sense of trust among partners</td>
<td>Lack of consistent presence by partners</td>
</tr>
<tr>
<td>Key decision makers and influencers are involved or easily accessed</td>
<td>Conflict left unresolved</td>
</tr>
<tr>
<td>Partners share passion and purpose for the program</td>
<td>Belief that each partner has own agenda first</td>
</tr>
<tr>
<td>Vision for program is shared</td>
<td>Partners are informed about activities not engaged in leading and planning</td>
</tr>
</tbody>
</table>
WHAT Dynamic

• Related to the substance of the intervention
  – Designed program demonstrates:
    • Relevance
    • Practicality
    • Value
  – Program is aligned to community context
### WHAT Dynamic

<table>
<thead>
<tr>
<th>Favorable Characteristics</th>
<th>Unfavorable Characteristics</th>
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<tbody>
<tr>
<td>Solution based on clear assessment of community needs</td>
<td>Solution only addresses symptoms and not root causes</td>
</tr>
<tr>
<td>Partners have leverage to address the problem long-term</td>
<td>Solution approach does not match partner and provider culture</td>
</tr>
<tr>
<td>Stakeholders benefit directly (Network)</td>
<td>Legal barriers – real or perceived – halt progress</td>
</tr>
<tr>
<td>Program or service has a value that others would be willing to reimburse and/or purchase</td>
<td>Stakeholders and potential partners do not perceive recognizable value of solution</td>
</tr>
<tr>
<td>The solution evolves and adapts as the environment changes and knowledge is acquired</td>
<td>Solution attempts to solve too many issues with too many small, unrelated efforts</td>
</tr>
</tbody>
</table>
WHY Dynamic

• About the motivation for partners to work together
  – Well-defined vision for working together
  – Shared vision and understanding of roles
  – Use HRSA grants as a means to an end versus being an end unto itself
### WHY Dynamic

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<tr>
<td>There is a clear focus to the vision</td>
<td>Sense of fear and desperation among partners</td>
</tr>
<tr>
<td>Efforts are aligned and prioritized to vision and goals</td>
<td>Many partners believe that others are just “looking for money”</td>
</tr>
<tr>
<td>Partners have formed a strong sense of group identity</td>
<td>Partners believe they’ve come together just to deliver on grant</td>
</tr>
<tr>
<td>Focused both on system change and meeting partner member needs</td>
<td>All goals and plans are short-term without alignment to a larger vision</td>
</tr>
<tr>
<td>Clear understanding of need based on evidence</td>
<td>Partners can not clearly explain why they are at the table</td>
</tr>
</tbody>
</table>
HOW Dynamic

• Relates to the way programs or networks are operationalized
  – Effective strategies employed
  – Adequate capacity built
  – Impact and value is documented and communicated
## HOW Dynamic

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</thead>
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<tr>
<td>Capable and skilled staff are employed to deliver solution</td>
<td>Sustainability is a topic of discussion late in the grant period</td>
</tr>
<tr>
<td>Impact and value is documented and communicated</td>
<td>Organization lacks staff capacity to fully implement solution</td>
</tr>
<tr>
<td>Partner assets are utilized to integrate program components into existing infrastructure</td>
<td>Spend resources on unreasonable and unwarranted overhead expenses</td>
</tr>
<tr>
<td>Focused both on system change and meeting partner member needs</td>
<td>Value of program is communicated only to partners</td>
</tr>
<tr>
<td>Clear understanding of need based on evidence</td>
<td>Coalition fails to begin with the end in mind</td>
</tr>
</tbody>
</table>
WHERE and WHEN Dynamic

• Factors typically beyond the control of grantees
  – The legal, social, cultural, and economic environment at the time of program implementation
  – Coincidental trends at the time of program delivery
  – Makes each situation unique and prevents application of universal best practices
## WHERE and WHEN Dynamics

<table>
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<th>Where Factors</th>
<th>When Factors</th>
</tr>
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<tbody>
<tr>
<td>State policies and mandates</td>
<td>Economic pressures</td>
</tr>
<tr>
<td>Geography of program location</td>
<td>Receipt of multiple grants</td>
</tr>
<tr>
<td>Availability of technology</td>
<td>Length of planning</td>
</tr>
<tr>
<td>Reimbursement climate</td>
<td>History of working together &amp; turnover of key staff</td>
</tr>
<tr>
<td>Organizational culture – university, FQHC, PH</td>
<td>Idea surfaces before its time – acceptance, technology, etc.</td>
</tr>
<tr>
<td>Hostile or competitive environment</td>
<td>Ability to collect timely results to demonstrate impact</td>
</tr>
</tbody>
</table>
There is More

• More than continuation of services
• Need to broaden concept of sustainability
• Long-term impact on communities
Sustainability

vs.

Sustained Impact
Sustained Impact

Long term effects that may or may not be dependent on the continuation of a program
Sustained Impact

Community or population benefits

Assets created or purchased
Community and Population
Benefits Sustained

• Culture changes:
  – Relationships
  – Foundation for working together
  – Trust
  – Resolved conflict

• Practice standards

• Public awareness and perceptions

• Assets purchased or created

• Policy

• Capacity
POSITIONING vs. FUNDRAISING
Fundraising

• Predominate thought that sustainability is just a matter of finding the money
• Organizations chase grants and morph to fit the opportunity
• Ultimately, grants run dry
Positioning

• Understand why or why not organizations sustain
• There are dynamics that influence sustainability
• Organizations must understand these dynamics in order to position themselves for sustainability
• Are you an organization that people want to support?
GHPC Sustainability Framework

• A framework for:
  – Positioning organizations and programs for sustainability
  – Identifying resources for sustainability
GHPC Sustainability Framework

Positioning for Sustainability

Strategic Vision
Collaboration
Leadership
Relevance & Practicality
Evaluation/Return on Investment
Communication
Efficiency & Effectiveness
Capacity
Positioning for Sustainability

Strategic Vision
- The organization has a clearly defined vision for what it hopes to achieve
- All those associated with the organization share the vision
- All activities are aligned with the vision

Collaboration
- Stakeholders are included in program planning and implementation
- Partners play an integral role and have a shared interest in the outcomes
Positioning for Sustainability

Leadership

- The ability to:
  - Inspire others to create and achieve a shared vision
  - Understand the relationship between short-term activities and their impact on long-term success
  - Exert influence in leveraging support and resources

Relevance & Practicality

- Approach based on clear assessment and understanding of the need
- Approach is tailored to the environment (cultural, political, economic)
Positioning for Sustainability

Evaluation/Return on Investment

- Evaluation generates data necessary to monitor and manage program implementation and measure program impact
- Organization is able to demonstrate social, economic, and health benefits to the community it serves

Communication

- Organization defines perceptions, translates successes, and creates awareness through effective communication
- Information is exchanged among partners and stakeholders through structured and informal channels
Positioning for Sustainability

Efficiency & Effectiveness
• Organizational operations maximize the ability of those being served to participate and produce intended results
• Program approach is based on the success and challenges of similar initiatives
• Organization draws from and contributes to existing community resources

Capacity
• Program is adequately staffed by personnel with the necessary skills and knowledge
• Organization has experience with projects of similar programmatic focus or scope
React!

Using the voting function on the webinar, identify which is the greatest strength of your program team.

A. Strategic Vision
B. Collaboration
C. Leadership
D. Communication
E. Evaluation
GHPC Sustainability Framework

FUNDING STRATEGIES

- Indirect funding
- Events
- Grants
- Contribution/sponsorships
- Earned income
- Government budgets
GHPC Sustainability Framework

Funding strategies

- In-kind contributions
- Volunteerism
- Institutional support

Indirect funding

Events

Earned income

Grants

Contribution/sponsorships

Government budgets
GHPC Sustainability Framework

Funding strategies

- Indirect funding
  - Fees charged for services provided
  - Reimbursement from second party payers
  - Product sales
  - Consulting fees
  - Membership dues

- Earned income
- Contribution/sponsorships
- Government budgets
- Events
- Grants
GHPC Sustainability Framework

Funding strategies

- Lunches and dinners
- Golf tournaments, fun runs, etc.

Indirect funding
- Events

Earned income
- Contribution/sponsorships

Grants
- Government budgets
GHPC Sustainability Framework

Funding strategies

- Indirect funding
- Events
- Earned income
- Contribution/sponsorships
- Government budgets

- Businesses
- Social and civic clubs
- Faith-based organizations
- Individuals
**Funding strategies**

- **Indirect funding**
  - Grants
  - Government budgets
  - Contribution/sponsorships
  - Earned income
  - Events

- **Direct funding**
  - Government
  - Private foundations
GHPC Sustainability Framework

Funding strategies

- Indirect funding
- Events
- Earned income
- Grants
- Contribution/sponsorships
- Government budgets

Inclusion as line item in local, state, or federal budget
React!

Using the voting function on the webinar, which statement best describes your approach to program funding after your Planning grant.

A. Use of earned income strategies
B. Contributions and sponsorships
C. Seek additional government/private grants
D. In-kind - Institutionalize within partner agencies
Application of the Framework

Assess sustainability potential
*Formative assessment*

Identify areas of strengths and weaknesses

Capacity building

Sustainability planning
Formative Assessment

- Scoring tool for subjective assessments
- Measurement of progress over time
- Path for attaining greater levels of achievement
- Ask your TA Consultant
Strategy
The Way You Think

Capacity
The Actions You Take

Sustainability
The Results You Get
Thank You!
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